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File

Medical

9 February 1977

25X1A MEMORANDUM FOR: [REDACTED]
Chief, Management & Assessment
Staff, DDA

25X1A FROM : [REDACTED] Ph.D.
Chief, Psychological Services Staff
Office of Medical Services

SUBJECT : EAG Task: "How Can We Improve the
Perceived Status of Personnel in
Services Versus Production or
Collection Elements?

REFERENCE : Your Memo to me, 3 Jan 77, with
attached correspondence to and
from the Comptroller.

1. The basic terms of reference here need some clarification. A group's perception of the status accorded it by others and its perception of the fairness with which it is treated by others aren't necessarily the same. (Nor do either of these relate in any simple predictable way to the group's perception of itself, nor to their morale.) The distinction is important. Perceived status involves complex subtleties of attitude over which management has little control. Perceived fairness also involves attitudes, but focussed on issues of policy, procedure, and behavior which do yield to control. When management contracts to improve the fairness with which a group is treated, it makes a reasonable contract. When management contracts to improve the status of a group, it overreaches. There is no assurance that the means to deliver on such a contract are within its control.

2. While both perceived status and perceived fairness of treatment are subjective variables, both are measurable. Attitude survey instruments can do the job. Past Agency surveys have not systematically gone after comparative data

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SUBJECT: EAG Task: "How Can We Improve the Perceived Status of Personnel in Services Versus Production or Collection Elements?"

between groups on precisely these issues. But as Jim Taylor surmised, there is data for some of the groups mentioned in his memo which bears directly or indirectly on these questions. It comes from attitude surveys conducted in the DDO in 1974, in the DDI in 1975, and two separate surveys in the DDO's ISG in 1974 and 1975. PSS Research Branch has reviewed these studies from this perspective and found the rather meagre but relevant data summarized here in the following paragraphs.

3. First, the 1975 DDI survey contained two items relevant to the general problem under consideration here. Item 98 consisted of the following statement: "My advancement in the Agency has been hurt because of the component to which I am assigned." The responses to this item for several of the individual DDI offices as well as for the directorate as a whole were:

	<u>Disagree</u>	<u>Agree</u>	<u>No Opinion</u>
DDI (A11)	51%	25%	24%
CRS (now OCR)	46%	28%	26%
[REDACTED]	41%	33%	26%
IAS (now OIA)	35%	46%	19%
OGCR	52%	29%	19%

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Although the individual offices listed here cannot be thought of strictly as service components, all provide some service functions.* With the exception of OGCR, employees in these offices appear to view component assignment as a factor slowing their personal rate of advancement to a greater extent than do employees in the remaining offices within DDI. (Keep in mind that the data for the individual offices listed here are included in the data for the Directorate as a whole.)

*IAS is included here partly because some of the negative attitudes expressed by this group stemmed directly from perceptions that they were accorded a lower-status "service" role.

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The second of the two items of interest here was Item 107, which read as follows: "I feel my component is adequately recognized by the rest of the Intelligence Directorate for its contributions." The responses to this item were:

	<u>Disagree</u>	<u>Agree</u>	<u>No Opinion</u>
DDI (A11)	27%	61%	12%
CRS (now OCR)	32%	56%	12%
25X1A [REDACTED]	26%	60%	14%
IAS (now OIA)	63%	32%	5%
OGCR	47%	45%	8%

25X1A Except for [REDACTED] employees in these offices appear less inclined to view their component as receiving adequate recognition than employees in other DDI offices. This finding was especially pronounced for IAS (now OIA).

25X1A 4. Secondly, the Fall 1974 survey of D Careerists conducted by PSS for the DDO contained no items directly related to this concern, but a look at the way [REDACTED] responded in general to the questionnaire may be of some interest. On many issues, including those items dealing with general morale and Agency image, [REDACTED] did not stand out significantly from the rest of the Directorate. Identification with the Directorate, however, was clearly less. [REDACTED] respondents were less inclined to accept the description of the [REDACTED] as "an innovative and exciting part of the CIA", and they were the only component to disapprove of applying the term and concept "Clandestine Service" to the Directorate. On some management items, clear differences emerged. [REDACTED] along with Div D [REDACTED], got higher marks for their handling of career development issues, and fewer employees in these components expressed a strong desire to move to another component.

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5. Finally, the two surveys conducted by PSS for DDO/ISG in 1974 and 1975 contained an item which targets this area of concern better than any of the others. It read: "ISG personnel

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are considered 'second-class citizens' by other components in DO", and the responses were as follows:

Item	DISAGREE		NO OPINION		AGREE	
	1974	1975	1974	1975	1974	1975
ISG personnel are considered "second-class citizens" by other components in DO.	7%	24%	26%	25%	67%	51%

These figures are interesting in two respects. On the one hand, they document the wide acceptance of a venerable stereotype. On the other hand, they show how susceptible that stereotype is to change. While the reasons for the dramatic shift toward rejection of the stereotype between the two surveys are not self-evident, it seems likely that the major organizational improvement efforts undertaken by that office between the two surveys had something to do with it. Did the attitudes of other DO components toward ISG really change? Or only the perception of these attitudes, by ISG-ers who had changed some themselves? No way to tell, but the self-change was real. In 1975, fully 42% agreed that "The changes in ISG which resulted from the previous attitude survey have made me feel better about working in ISG."

6. In sum, the direct available data on these matters is scanty. If one wants more, the attitude survey is a powerful methodology for getting it. Meanwhile, some tentative hypotheses are offered:

(a) Since virtually all organizations develop status hierarchies, the absence of one in CIA would be truly remarkable;

(b) Since organizational components most closely involved in those activities which define its central mission tend to be accorded the highest status, CIA components less centrally involved in production or collection of intelligence seem destined to a lower status;

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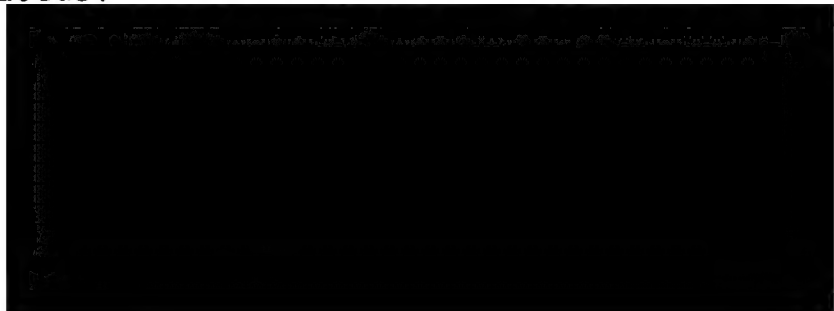
(c) Management's legitimate interest in reducing status differences between components may be limited to cases where practices and policies have yielded unintended, misleading, or inappropriate status indicators;

(d) An employee's perception of the internal management of his component--its effectiveness and fairness--is apt to have far more impact on his overall feeling about his job than is his perception of his component's status within the organization;

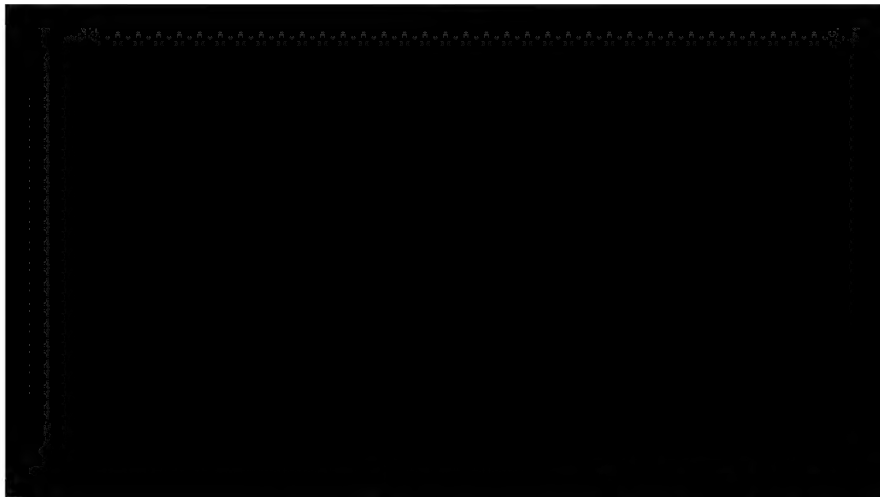
(e) Management's efforts to improve fairness in dealing with employees might proceed best if the focus is directly on the problems which people surface, wherever or wherever they are. If group status distinctions are a significant problem, this fact will emerge, but searching for them specifically as the point of departure could distort the focus.

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Attachment
As Stated Above



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3 JAN 1977

MEMORANDUM FOR: Chief, Plans Staff, OP
Chief, Psychological Services Staff, OMS

STATINTL FROM : 
Chief, Management & Assessment Staff, DDA

SUBJECT : EAG Task--"How Can We Improve the Perceived
Status of Personnel in Services Versus
Production or Collection Elements?"

Attached as background is correspondence on fixing the
responsibility for this EAG action item. I discussed with
Mr. Malanick various action options as to how we get a handle
on this one. He has asked that I arrange a meeting with the
two of you to discuss this item. Would you please give me

STATINTL a call (extension  so we can set up a meeting on this?

STATINTL



Attachments:

Comptroller Memo No. 76-1842, Routing Sheet and Memo on
Major Question No. 35

Distribution:

1 - Each Addressee w/atts.

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23 NOV 1976

MEMORANDUM FOR: Deputy Director for Administration

SUBJECT : EAG Task to Improve the Perceived Status of Personnel in Service, Versus Production and Collection, Elements

REFERENCE : Memo to DDA from C/Mgmt & Assess. Staff dtd 9 Nov 76, Subject: Major Questions Number 35

STATINTL

1. As [REDACTED] notes, the tasking on this item stems from a question posed by the DDCI during the FY 1973 Program Review, which asked how we might alleviate any feelings of disadvantage which may exist among employees of offices providing services of common concern. Offices mentioned in the Program Review were [REDACTED] NPIC, CRS, and OCCR; but it was suggested that others might fit into this category: OC, the DDO's ISG, and OS' Compartmented Information Branch.

STATINTL

2. We presented evidence at review time that these offices have in fact received just treatment. However, Mr. Knoche pointed out that the perception of disadvantage nevertheless may exist and require remedial attention. When the issue subsequently became an EAG task, you were assigned responsibility because it was considered essentially a personnel matter.

3. You will by this time have received our memo of 19 November asking for clarification of work being done on items in the EAG Planning Book. We need to decide how much attention we should pay to this task at this particular time.

4. It appears to me that there is a good way to get a handle on this without undue trouble: We could take advantage of the results of the attitude surveys which Office of Medical Services has performed in collaboration with the Directorates. It is my understanding that the most recent, general survey does not allow compilation of office comparisons, but that previous surveys, conducted within the past two years within the DDO and DDI, do. Applicable questions asked [REDACTED] personnel in the DDO survey and questions asked [REDACTED] CRS, and OCCR personnel in the DDI survey could be compared with the same questions asked others—either in the DDO/DDI surveys individually or in the latest general survey, whichever you believe is more appropriate. To complement this effort, CMS might perform some selective interviewing, on a statistical sampling basis.

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5. If OMS finds a special problem with service element attitudes, we could proceed from there. If not, we could lay the task to rest. I would appreciate your thoughts on this.

/s/ James H. Taylor
James H. Taylor
Comptroller

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TOP SECRET

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9 November 1976

MEMORANDUM FOR: Deputy Director for Administration
FROM: [REDACTED]
Chief, Management & Assessment Staff, DDA
SUBJECT: Major Questions - Number 35
REFERENCE: Memorandum for EAG Members from James H. Taylor dated 25 September 1976, Subject: An Agency Management Process

1. This question is, "How can we improve the perceived status of personnel in service versus production or collection elements?" You have been tasked with preparation by 1 March 1977 of a paper on the above subject for EAG review.

2. I asked [REDACTED] to clarify the intent of the question. She tells me that this tasking stems from a question posed by Mr. Knoche in the Program Review. She gave me a copy of the section of the Program Review that deals with this subject (attached).

3. You will note that the "service" in the question pertains to organizations such as [REDACTED] MPIC. By footnote the Program Review makes reference to the Office of Communications and Security's Compartmented Information Branch as "services."

4. Would you want me to prepare for your signature a memo to the other Deputy Directors to suggest the approach that you have used, i.e., use of the Management Advisory Group to describe the perceptions and to recommend corrective action? Whatever--I will do nothing further until I hear from you.

Attachment:

Section of reference as stated

Distribution:

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1 - MAS Chrono
1 - MAS Subject

DDA/MAS: [REDACTED]

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ROUTING AND RECORD SHEET
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SUBJECT: (Optional)

EAG Black Book Item No. 25

FROM:
John F. Blake
Deputy Director for Administration
Room 7D24, Headquarters

EXTENSION

NO.

DATE

10 November 1976

25X1A

TO: (Officer designation, room number, and building)

DATE

RECEIVED

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OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Comptroller
Room 4E-42
Headquarters

2.

3.

4.

5.

6.

7.

8. Att: DBA 76-5681 Memo to DDA fr C/MSAS, dtd 9 November 1976; Subj:

How Can We Improve the Perceived

9. Status of Personnel in Service Versus production of collection Elements

0. Distribution:

Orig - Comptroller w/Orig of Att w/att

1 - DBA Subject w/ey Att

1. 2 - C/MSAS w/o att

1 - DBA Chrono w/o att

1 - JFB Chrono w/o att

2. DBA: JFB: lakerder (10 November 1976)

3.

4.

5.

Jim:

May I ask that you review the attached paper to me from [redacted] pertaining to Item No. 25 under Tab C of the new EAG black book. In light of the genesis of this particular item, I submit there might be a more appropriate individual to whom to assign the responsibility. I trust you would agree.

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John F. Blake

Att

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